

Upcoming Dates

- Bidding/Estimating Workshop, March 11th Helena and March 13th Billings
- DBE Room Mar 26, '03, Colonial, Helena
- Bid Letting Mar 27, '03, MDT Helena

Bidding Tips

Suggestions from prime contractors, DBE Room, Feb. 26, 2003.

Bid every project every month for your work. Get lots of practice bidding projects so when that project you really want comes up, you are confident in your bid. You are also getting your name recognized by the prime contractors. They know you are serious and you want to work.

Bid on every project, no matter where the project is located. If the project is located at a great distance from your business, bid it with higher prices. Sometimes, you may be the only quote the prime contractor gets for that work. Submit your bids early – don't wait for the last hour to provide quotes.

Don't call the prime contractor the day after bid letting to learn how your bid compared. It is a very hectic time for the prime contractor. Instead, wait a few days to contact the prime contractor about your bid.

MONTANA DBE PROGRAM

Darren Kaihlanen, DBE Program Manager
dkaihlanen@state.mt.us (406) 444-9229

Debbie Riemann, DBE Program Specialist
driemann@state.mt.us (406) 444-6337

Rebecca L. Johnson, DBE Supportive Services Manager
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Office Location/Address: 2701 Prospect Avenue/PO Box 201001, Helena, MT 59620-1001, (406) 444-6331, Fax (406) 444-7685 TTY (800) 335-7592
Visit us on-line at www.mdt.state.mt.us and click on Civil Rights Bureau



Geoprobe performed by Bionomics Environmental, DBE, teamed with Atlatl, Butte, MT

DBE Participation/Goal Comparison

For MDT federally-funded projects, the current DBE participation is 6.25% as of February 27, 2003. The DBE goal (pending FHWA approval) is 7.36% for FY2003.

Now is the Time!!

Now is the time to go after subcontract work for Summer/Fall. March Bid Letting has 12 projects and at this date there are 33 projects to be let in April. The number of projects let will begin to taper off. DBE Supportive Services can help you with submitting bids, and networking with prime contractors.

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Contractor's System Website – Changes Coming

Question and Answer Forum for project-specific questions about advertised projects available on Contractor's System Web Page for April letting. Post your questions about projects online. Frequently Asked questions will be available March 27th.

List the names of Project Managers who will be assigned to each project on Invitation for Bids.

Testing Phase for making plans available for downloading at your convenience and at no charge. To access the test site go to:
<ftp://ftp.mdt.state.mt.us/contract/>
Click on lettingtest folder.

The following information is posted to the Contractor's System Page:
Detailed Drawings
Supplemental Specifications
2003 Invitations for Bids
Bid Letting and Award Schedule
Special Notices and Latest Updates
Other Data

Check out this information at:
<http://www.mdt.state.mt.us/contrct/contract.htm>

DBE Reimbursement Program

The DBE Reimbursement Form is attached. Forms are also available on MDT DBE web site. \$600 for 2003 year is available to Montana DBE firms for reimbursement of business development or training expenses. Start using the funds now.

Quote of the Month

The next best thing to winning is losing! At least you've been in the game.

Nellie Hershey Smith

Montana DBE Company Monthly Update Recently Re-Certified DBE Companies

The Heartland Consortium of Canton, OH - owner Verni Nerron
Consultants for: Compliance Issues (DBE program); Environmental Justice including social, cultural & environment impact assessment and public involvement in environmental issues; Right of Way Negotiation & Closing; Transportation Studies; Marketing Plans; Market Research & Analysis; Feasibility Studies; Socio-Economic Studies; Job Analysis & Performance Reviews; Affirmative Action/EEO Plans; Race, Ethnicity, Feminism & Gender Identification; Training in cultural, ethnic & gender diversity; Broker of transportation-related and non-transportation related commodities

Did you know??

Civil Rights Bureau's web site has lots of useful information like:

- FHWA 1273 Form (required contract provisions for construction contracts – required with every subcontract)
- Certified Payroll Form WH-347 with instructions
- Labor Complaint Form
- Latest Davis Bacon Wage Rate Schedule
- Employment Referral Source List
- EEO Annual Submission Requirements Sample Format
- EEO Submissions List – who has submitted Annual EEO (Is your company on the list???) – you must have these documents submitted to Civil Rights Bureau before starting any highway construction project)

To take a look, go to <http://www.mdt.state.mt.us/> Click on Civil Rights Bureau, scroll down to EEO Contract Compliance.

Contracting Agent List

List of State and Federal Contracting Agents, received at the Small Business Opportunities Conference. Call Rebecca for a copy of the list.

USDOT Bonding Program/Lending Program

USDOT provides a Bonding Guaranty Program (guarantees 80% of bond and is a very aggressive program for DBEs to get the bonding they need to get the job and do the work. Program is for highway-related work, but The Bond Shop also seeks bonding for non-highway related work/contractors.

USDOT also provides a short-term loan program on highway-related projects. Get the money up front to help finance the project. Competitive rates.

Contact Rebecca for an application or for more information

Credit Less Than Perfect? Tips for Improving Credit and Getting That Loan

1. Get credit reports from the three major credit bureaus along with your Credit Score so you will have the same information a lender sees.
2. Use consumer credit counseling. (It is available and free in many places.)
3. To lessen the impact of negative information on a report if you have a logical explanation, put a personal statement into the report.
4. Look over how many open items are in the report and consolidate them so you pay less interest and fees. Too many open items can lower your Credit Score.
5. Don't open more credit card accounts than you actually need and use, since too many accounts can be a "red flag" to a lender.
6. Pay down debt as quickly as possible. If you pay only the minimum on a credit card, for instance, not only will it take you forever to pay it off, it can appear you are over your head in debt (or potentially so) and not credit worthy.
7. If you can't pay a debt, the sooner you talk to your creditor and work out a repayment plan, the better. Sometimes a creditor is able to lower the interest or perhaps even forgive part of the debt. The creditor does not want you to default on your debt any more than you do so; therefore, he may take less if you follow through and do what you say you will. Be honest. The worst thing you can do is ignore the problem in hopes that it will go away.
8. Be aware that all credit is not the same. The "kind" of credit you use can affect your Credit Score negatively. If you buy something at retail store advertising no interest for 12 months, be aware that if you don't pay it off within the 12 months, it might cost you more in interest and fees than a bank loan. Sometimes these contracts have early payment penalties. ("If it looks too good to be true, it probably is.") Using these other finance companies when you could have obtained your own credit, may be viewed negatively and can lower your Credit Score, which may result in a loan at a higher interest rate because you are viewed as less credit worthy.
9. An active Line of Credit from a bank that is used responsibly can improve your Credit Score.
10. You are your own best asset. Meeting your lender in person and presenting a well-planned and presented application can make the difference. Be prepared. If you don't "hit it off" - go somewhere else until you find the right bank.
11. Don't get discouraged. If you do, it shows. Be positive. The last two years of your credit history are the most important. You can work out past problems by showing progress toward good money management and it will pay off.

Gathered from roundtable discussion at Mystery of Credit Workshop, January 14, 2003, Business Resource Center, Helena.

Getting Your Credit Report and Score

You can obtain your Credit Report directly from each of the three major credit bureaus listed below. There is a fee of about \$8.50 each in Montana. You need to ask if it includes your Credit Score that you should also get. You may be able to get all three at once from any number of internet services, two of which are listed below.

Trans Union: Phone (800) 888-4213, Fax (610) 690-3294, <http://www.transunion.com>

Experian: P.O. Box 2002, Allen, TX 75013, <http://www.experian.com>, (888) 397-3742

Equifax: (800) 685-1111, <http://www.equifax.com>

Consumer Credit Score Online: <http://www.credit-score-online.com>

Your Credit History: <http://www.yourcredit.com>

All three of the bureaus have separate phone numbers to call for items in dispute as well as suspected fraud which can be obtained by contacting Rebecca Johnson, (800)883-5811 or rejohnson@state.mt.us

Compensating Non-Exempt Employees for Travel Time

Time spent traveling throughout the State of Montana is always a time consuming endeavor. It is important for supervisors, managers, and payroll departments to understand when they must compensate non-exempt employees for travel time. Different situations may determine if the travel time is work time or not. The following variations are described in the administrative rules of Montana (24.16.1010, ARM) promulgated by the Montana Department of Labor:

Home to Work - (Ordinary Situation) Normal travel from home to work is not work time. This is true whether an employee works at a fixed location or at different job sites.

Home to Work - (Emergency Situation) Travel to the job and back home by an employee who receives an emergency call outside of his regular hours to report back to his regular place of business to do a job is work time.

Home to Work in Another City - (Special One-Day Assignment) All time spent traveling to another city would be considered work time except for the travel from home to public transportation, such as a bus depot. This would be the normal home to work travel. The usual mealtime would be non-compensated also.

Travel All in the Day's Work - Time spent by an employee in travel as part of his principle activity, such as travel from job site to job site during the workday, must be counted as hours worked. If the employee goes home instead of returning to the employer's premises from the last job site, this travel is home-to-work travel and is not time worked. If an employee is required to report at a meeting place to receive instructions or to perform other work there, or to pick up and carry tools, the travel time from the designated place to the work place must be counted as hours worked.

Travel Away from Home Community - Travel that keeps an employee away from home overnight is travel away from home and is clearly work time when it cuts across the employee's workday (employee is simply substituting travel for other duties). This time is not only hours worked on regular working days during normal working hours, but also during the corresponding hours on nonworking days. For example, if an employee normally works 8 a.m. to 5 p.m. Monday through Friday, the travel time during these hours on Saturday and Sunday is also counted as work time. If the employee requests to drive his car in place of public transportation that has been offered, this travel time is counted as hours worked only to the extent of time it would have taken to travel if the employee had been using public transportation.

Work Performed while Traveling - Any work which an employee is required to perform while traveling must be counted as work time. Sleep in adequately furnished facilities would not be counted as hours worked.

One critical aspect of compensating an employee for travel time is appropriately classifying an employee as exempt or non-exempt. If an employee is misclassified as exempt, they may be eligible for uncompensated travel time. EBR specializes in assisting employers with a wide range of wage and hour questions including travel time compensation and the classification of employees as exempt or non-exempt.

For additional questions or other human resource related needs, please contact Employee Benefit Resources, LLP and ask for John Cummings, at 1-800-765-9429 or 1- 406-449-5500 (EXT 261).

Billings Airport DBE Goal

A DBE Goal of 7.15% has been submitted to the FAA for the Billings Logan International Airport for the current year and is awaiting approval.



Lisa Counts, Morning Star Trucking, Belgrade, MT

SCAM – Be on the Alert!!

(Source: Helena Independent Record, 3-2-03)

Montana small businesses should be alerted to a recent telephone scam from callers claiming to represent the US Small Business Administration.

Rena Carlson, SBA spokesperson, warned that businesses should be wary of sharing financial information over the phone. She also noted that when the SBA does call businesses, they will identify themselves, give a reason for the call and provide a number to call back.

Workshops to Watch For!

7th Annual Intermountain GIS Conference, Apr 6-10, \$80, Coeur d' Alene, ID, Explores how we can better leverage the potential of GIS technology for the management of our communities. 800-688-5253

Storm Water Regulation Compliance, Mar 31-Apr 4 Butte, How to select, install and inspect construction site erosion and sediment control BMPs for MPDES storm water permit compliance, \$150, MCA/DEQ Small Business Assistance Program, 442-4162

Understanding Customers' Needs

From First-Rate Customer Service, Alexandria, VA

Is losing one customer really a big deal? Yes! Every customer you lose tells about 11 other people about the poor treatment, and they will each tell 5 more. If only one in four of those people decides not to contact you, that's still 17 people. If each one spent \$100 per week with you for 12 years, that adds up to over 1 million dollars (17 people x \$100 x 52 weeks x 12 years = \$1,060,000).

Regaining these "lost" customers is much more difficult--- and costly---than simply keeping them happy and loyal. Follow these tips to keep your customers.

- Greet customers warmly and promptly. A friendly greeting—even if you are with another customer—is a little gesture that means a lot. One study revealed that customers who had to wait for a greeting estimated their wait time to be much longer than it actually was. If you don't acknowledge customers promptly, they will leave.
- Devote yourself to customers. Don't just smile and nod as customers talk; ask questions during pauses, laugh if they say something funny or show concern—in your voice and through facial expressions—when they describe a problem.
- Anticipate and respond to customers' needs. If a customer is ordering an item, ask if they also need another specific item related to what they originally wanted.

In a nutshell: Even if your customers don't spend \$100 a week with your organization, the money and potential business you lose when one leaves is still high. And if you lose two, three or four customers, your organization—and your job—could suffer.

Construction Financial Management Association (CFMA)

What is CFMA? A national non-profit organization dedicated to serving the financial professional in the construction industry. CFMA is the premier source of education and information about those aspects of financial management unique to the construction industry.

CFMA offers: opportunity to network with your peers in a non-competitive environment, receive educational and communication materials (best and latest industry related technical and management information). Contact Tim Lightbourne at 406-761-5000 for more information about CFMA. www.cfma.org

CFMA Management Succession/Ownership Transfer Workshop, March 13 Billings and March 14 Great Falls, Problems of corporate survival and choosing the right ownership transfer technique. Valuation of the Construction Company and Management Succession. \$160 Non-Members.



MT Contracting Opportunities

MDT Highway Construction Projects Invitation for Bids

For the quickest and most complete information of these projects as they are advertised for bid, go to the web site <http://mdt.state.mt.us/entrect/contract.htm> and click on Invitation for Bids. While the newsletter has notices posted, do not rely on this information alone.

Invitation for Bids, Letting of March 27, 2003

Sealed bids on the following projects will be received by the MDT-Highways Division, Contract Plans Section, Room 101, 2701 Prospect, Helena, MT until 9:00am on March 27, 2003. Bids proposals, plans, cross-sections, and full instructions to bidders are on file for examination, and may be obtained from the Contract Plans Section or go to web site <ftp://ftp.mdt.state.mt.us/contract/orderform.pdf> for order form. These documents may be requested by FAX (406) 444-7236, by mail or by calling (406) 444-6216, 6212 or 6215.

1. **Monida-Lima, Federal Aid Project No. IM 15-1(97)0** Seal and cover on 27.35 km of the Monida-Lima Road on Interstate Route 15 in Beaverhead County. DBE contract goals at 0.0%.
2. **Foxfield Avenue-Hamilton, Federal Aid Project No. CM 41(27)** Cold milling, plant mix surfacing and sidewalks on 0.25 km of the Foxfield Avenue-Hamilton project in Ravalli County. DBE contract goals are 0.0%.
3. **Structures Southwest of Malta, Federal Aid Project No. BR-NH 61-4(21)125** Bridge Replacement, plant mix bituminous surfacing on 1.2 km of US 191, SW of Malta Road in Phillips County. DBE contract goals are 0.0%.
4. **Drummond-East & West, Federal Aid Project No. IM 90-3(73)150** Hot recycle, plant mix overlay, seal & cover & bridge rehabilitations on the Drummond-East & West project in Granite & Powell Counties. DBE contract goals are 0.0%.
5. **Deer Lodge-South, Federal Aid Project No. IM 90-3(95)189** Seal and cover and pavement markings on 8.7 km of the Deer Lodge-South Road on Interstate 90 in Powell County. DBE contract goals are 0.0%.
6. **Glasgow-Northwest, Federal Aid Project No. STPS 246-1(8)0** Leveling, plant mix surfacing overlay, seal and cover on 7.306 km of the Glasgow-Northwest project in Valley County. DBE contract goals are 0.0%.
7. **Ryegate-South, State Project No. SFCS 300-1(7)0** Plant mix overlay, seal and cover on 8.9 km of the Ryegate-South Road on Montana Secondary 300 in Golden Valley County. No DBE contract goals.
8. **Custer-North, State Project No. SFCS 310-1(1)0** Plant mix bituminous surface overlay and seal and cover on 2.2 km on the Custer-North project on MT route 310 in Yellowstone County. No DBE contract goals.
9. **Hysham Interchange-West, State Project No. SFCS 311-1(1)0** Overlay, leveling, seal & cover on 14.1 km of the Hysham Interchange-West project in Treasure County. No DBE contract goals.
10. **Junction Secondary 205-North, Federal Aid Project No. STPS 411-1(8)0** Seal and cover on 10.2 km of the Junction Secondary Route 205-North project on Secondary Route 411 in Gallatin County. DBE contract goals are 0.0%.
11. **Junction I-90-Southwest, Federal Aid Project No. STPS 441-1(8)0** Seal and cover on 4.7 km of the Junction I-90-Southwest Project on Secondary Route 441 in Silver Bow County beginning approximately 1 km north of Fairmont Hot Springs at RP 0.3 and extends northeast to RP 2.9. DBE contract goals are 0.0%.
12. **Whitefish Stage Road-Kalispell, Federal Aid Project No. CM 6728(3)** Leveling, plant mix bituminous surfacing, seal and cover on 3.34 km of the Whitefish Stage Road-Kalispell project in Flathead County. DBE contract goals are 0.0%.

Retainage

MDT no longer holds retainage from prime contractors on highway construction projects. Retainage is a negotiating item between prime and sub. How much and if retainage is held depends on the relationship between prime and sub. What is the level of risk for the prime contractor working with that subcontractor? Please keep in mind, Civil Rights Bureau will help any sub seeking payment of retainage on highway construction projects. MDT has regulations stating the sub is to be paid within 30 days of request for retainage once the work and all paperwork requirements are completed.

MT Contracting Opportunities

Bike Path – Conrad, MT Bid Date March 13th, Construction of a 10 feet wide, 2200 linear feet paved bike path improvements, including grading, AC paving, signing, and restoration landscaping. Morrison Marierle Inc. 406-4442-3050

2001 Landscape, Wolf Point, MT, Bid Date: March 17th, Installation of underground sprinkler irrigation system, pumping station, electrical sprinkler control center and all items. Interstate Engineering, 406-433-5617.

Lacasa Grande Estates Water and Sewer, East Helena MT, Bid Date: March 18th, Water system improvements including the installation of new 100,000 gallon water storage tank, flow controls, pressure pump station, well pump, fire hydrants. Tetra Tech, 406-442-5588

Mullan Road Corridor Sewer, Missoula County, MT, Bid Date: March 25th, 48,600 linear feet of sanitary sewer gravity main, three wastewater pumping stations, HDR Engineering, 406-541-9758

Request for Professional Qualifications Revegetation Services RFQ403-01, Bid Date: March 28, 2003. MT Dept of Environmental Quality Remediation Division Mine Waste Cleanup Bureau, seeking qualified firms interested in supplying revegetation expertise on remedial design and construction in Silver Bow and Deer Lodge Counties, Montana. The complete RFQ can be viewed on the web at: <http://www.discoveringmontana.com/doa/GSD/osbs/solhome.asp>. To obtain a hardcopy or if you have any questions, please contact: Joel Chavez DEQ Remediation Division Mine Waste Cleanup Bureau P.O. Box 200901 Helena, MT 59620-0901 406-444-5440

Construction of Tool Recycling Facility, Fort Harrison, Bid Date: March 26, 2003, DMA #03441. Contract documents may be secured at the office of: Schlenker & McKittrick Architects, P.C. 50 S. Last Chance Gulch, Suite 1 Helena, MT 59601

Montana Department of Transportation Purchasing Department Invitations for Bids:

306807 Epoxy Paint Striping in Butte - Opens March 27, 2003 3:00pm; **306806** Epoxy Paint Striping in Missoula - Opens March 27, 2003 3:00pm; **306805** Epoxy Striping in Miles City - Opens March 25, 2003 3:00pm; **306804** Epoxy Striping in Lewistown - Opens March 25, 2003 3:00pm; **306803** Epoxy Striping in Billings - Opens March 25, 2003 3:00pm; **306800** Bozeman Epoxy Striping - Opens March 21, 2003 3:00pm; **306799** Kalispell Epoxy Striping - Opens March 21, 2003 3:00pm; **306798** Missoula Chip Seal - Opens March 18, 2003 3:00pm; **306797** Manhattan - Belgrade Crack Seal - Opens March 18, 2003 3:00pm; **306794** Demolition of Property in Augusta MT - Opens March 12, 2003 3:00pm

Carter Pits and Reservoir, Presolicitation Notice, ESQ030111, Response Date: April 18, 2003, BLM MONTANA STATE OFFICE 5001 SOUTHGATE DR PO BOX 36800 BILLINGS MT 59107, Furnishing labor, equipment, supplies, and materials, except for Government furnished materials to construct 23 pits, and 1 livestock reservoir. Work is located in Carter County, Montana. Contractor to furnish approximately 1) 93,333 cubic yards of Common Excavation, 2) 5,070 cubic yards of Embankment-Semi Compacted and mobilization. Lori Mading Purchasing Agent 4068965196 Lori_Mading@blm.gov;

Construct six pipe lines in Miles City area, **ESQ030108, Response Date: March 28, 2003**, BLM MONTANA STATE OFFICE 5001 SOUTHGATE DR PO BOX 36800 BILLINGS MT 59107, Furnishing labor, equipment, supplies, and materials, to construct six livestock pipelines on BLM property. Work is located in Prairie County, Montana. Lori Mading Purchasing Agent 4068965196 Lori_Mading@blm.gov;

Libby Asbestos Project, Presolicitation Notice, DTRS57-03-B-60003, Response Date: April 8, 2003, 55 Broadway, Cambridge, MA This solicitation is a HubZone Small Business Concern Set-Aside. John A. Volpe National Transportation Systems Center (Volpe Center), Cambridge, MA is assisting the U.S. Environmental Protection Agency (EPA), to provide residential common fill in Libby, Montana. Line Item 0001 Residential Common Fill Delivered 70,000 cubic yards. The WWW address, or URL, of the Volpe Center Acquisition Management Division home page is: <http://www.volpe.dot.gov/procure/index.html>. Point of Contact - Michael L Raymond, Contract Specialist, (617) 494-2313

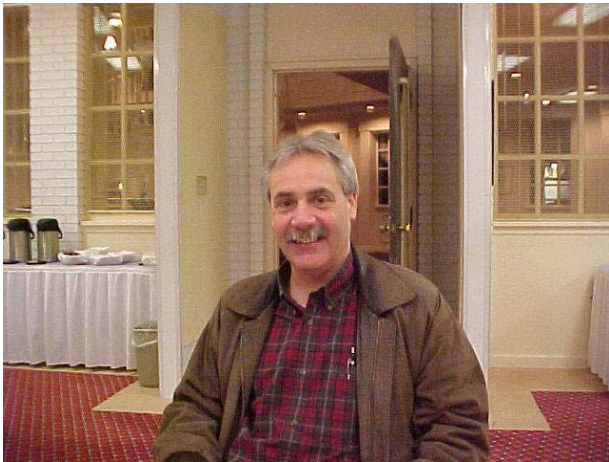
Construction of a new port of entry, Raymond, MT, Presoliditation Notice, GS-08P-03-JFC-0010, Response Date: April 15, 2003, The General Services Administration (GSA) is requesting Technical Proposals (RTP) for the facility construction package for a new United States Port of Entry located at the Port of Raymond, Montana, Montana State Highway 16 and the Canadian border. This requirement will be a competitive 8(a) set-aside in the States of North Dakota and Montana only. This project consists of all labor, equipment, material, transportation, and supervision necessary to construct the new United States Port of Entry including site improvements. To schedule a site visit, contact the Project Manager, Scott McCollough at 303-236-7070 ext. 274. Lynda Sena, Contracting Officer, Phone (303) 236-7070 x272, Fax (303) 236-3606, Email lynda.sena@gsa.gov - Lynda Sena, Contracting Officer, Phone (303) 236-7070 x272, Fax (303) 236-3606, Email lynda.sena@gsa.gov



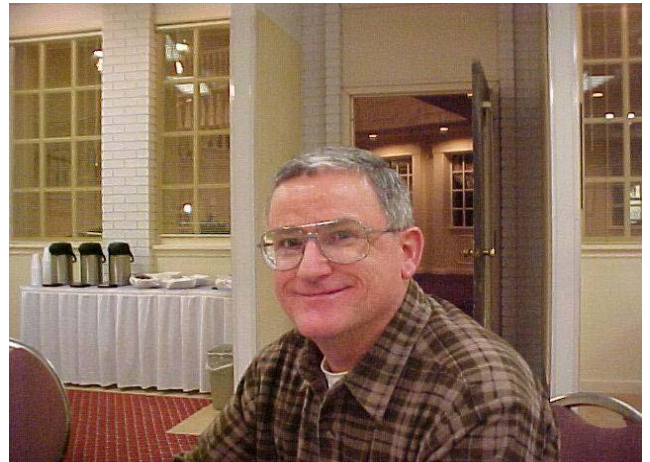
Mike and Monte Weeden, MK Weeden,
Lewistown, MT



Maria Durbin and Jeni, Wickens Construction,
Lewistown, MT



Hal Fuglevand, EH Oftedahl, Miles City, MT



Jim Wickens, Sletten Construction, Great Falls,
MT

Pictures taken at DBE Room, February 26, 2003 – Red Lion Colonial Hotel, Helena

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Alternative accessible formats of this document will be provided upon request.

March Business Calendar

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16	17 >How to Manage Multiple Priorities Gt. Falls >Customer Service Missoula >How to Design Newsletter (Mar 17-18) Billings	18 >How to Manage Multiple Priorities Missoula >Discovering Microsoft Access Mar 18-19 Gt Falls >Employee Record Keeping Billings >How to Build Power Point Butte	19 >How to Build Power Point Billings	20	21 >Workers' Comp Billings	22
23	24 >How to Manage Multiple Priorities Billings	25 >How to Manage Multiple Priorities Miles City >How to Design Newsletter Helena >Employee Record Keeping Bozeman	26 >Dale Carnegie Course Missoula >Employee Record Keeping Missoula >OSHA 10-Hr General Industry Hamilton	27 >How to Design Newsletter (Mar 27-28) Missoula	28	29
30	31 >Today's OSHA Missoula	April 1 >Creating the Work Culture Missoula >Today's OSHA Great Falls	April 2 >Today's OSHA Helena	April 3 >Collection Law Helena >Today's OSHA Bozeman	April 4 >Today's OSHA Billings	5

2003

Bankruptcy: A Creditor's Perspective, Mar 11, Helena, \$309, Lorman Learning, 888-678-5565, www.lorman.com

Collection Law, Apr 3, Helena, \$269 Lorman Learning, 888-678-5565, www.lorman.com

Conquering Payroll in Montana, Mar 12, Billings, \$289, Lorman Learning, 888-678-5565, www.lorman.com

Creating the Work Culture You Need, Apr 1, Missoula, Cost?? Barb Kennedy, 406-542-5789

Customer Service: the Spring Missoula Conference, Mar 17, Missoula, Focusing on techniques and skills that lead to customer service success and satisfaction. SkillPath Seminars, 800-873-7545, www.skillpath.com

Dale Carnegie Course-Training for businesses, groups, and individuals, Mar 26 Missoula, Maximize their performance, and add more value to the organization, Cost?? 406-652-4442, dpals@dale.carnegie.com

Discovering the Secrets of Microsoft Access, Mar 18-19, Great Falls, \$399, How to build, manipulate, and maintain a database. CompuMaster, 800-867-4340, www.compumaster.net

Employee Record Keeping in Montana, Mar 18 Billings, Mar 25 Bozeman, Mar 26 Missoula, \$195, Assist employers with the information needed to maintain records and reduce liabilities. Associated Employers of Montana, 248-6178,

Excelling as a First-Time Supervisor, \$149, Mar 10 Missoula, Mar 11 Helena, Mar 12 Bozeman, Mar 13 Great Falls, Learn the skills every new or prospective supervisor needs to succeed, CareerTrack, 800-556-3009, www.careertrack.com

Highway Construction Bidding and Estimating, Mar 11 Helena, Mar 13 Billings. Learn MDT bidding process and skills to develop bid proposal. Free, Rebecca Johnson, MT Dept of Transportation, 800-883-5811, rejohnson@state.mt.us

How to Build Powerful Power Point Presentations, Mar 18 Butte, Mar 19 Billings, Apr 10 Helena, \$249, to create powerful and persuasive presentations, CompuMaster, 800-867-4340, www.compumaster.com

How to Design Newsletters, Mar 17-18 Billings, Mar 25-26, Helena, Mar 27-28 Missoula, \$395. Learn essential graphic design and layout skills that will make every project you produce more visually powerful & effective, National Seminars Group, 800-258-7246, www.natsem.com

How to Manage Multiple Priorities, Mar 17 Great Falls, Mar 18 Missoula, Mar 24 Billings, Mar 25 Miles City. How to get and keep control of concurrent projects, competing priorities, and critical deadlines, \$199, SkillPath Seminars, 800-873-7545, www.skillpath.com

Introduction to Powerpoint, Mar 10-12 Helena, \$210, The Computer School, 406-442-3366.

MS Project-Creating a Project, Mar 10 Missoula. A project management class on MS Project. \$119 WaterColor Computer Training, 406-542-1573, info@watercolorct.com

MS Publisher, Mar 13 Missoula, \$119. A desktop publishing on MS Publisher. Water Color Computer Training, 406-542-1573, info@watercolorct.com

OSHA Trenching & Excavation Requirements, Mar 11 Missoula, Mar 12 Bozeman, Free, MT DOL Safety and Health, 406-444-6401

OSHA 10-hr Construction, Mar 13-14 Butte, Free, MT DOT Safety and Health, 406-444-6401

OSHA 10-hr General Industry, Mar 26-27 Hamilton, Free, MT DOT Safety and Health, 406-444-6401

Planning and Building It Right, Mar 11 Billings, Cost??. An infrastructure planning, financial, and management workshop, 406-252-7400, MT Dept of Commerce.

QuickBooks Pro-Level 1, Mar 11 Missoula. A financial/accounting class for QuickBooks Pro, Level 1, WaterColor Computer Training, 542-1573, info@watercolorct.com

Security Seminar, Mar 13 Butte, Cost?? Security of your business organization, from terrorism, criminal activity, or computer sabotage, Butte Chamber, 723-3177.

Today's OSHA: A Compliance Update, Mar 31 Missoula, Apr 1 Great Falls, Apr 2 Helena, Apr 3 Bozeman, Apr 4 Billings, \$189, Learn how to avoid violations, Learn OSHA regs that often trip up managers, #1 OSHA violation, National Seminars Group, 800-258-7246, www.natsem.com

Worker's Compensation, Mar 21 Billings, \$279, Lorman Learning, 888-678-5565, www.lorman.com